

INTELLIGENCE PROCESS COURSE #4-77

13 July - 9 August 1977

Room 912  
Chamber of Commerce Building

Telephone Number:

25X1

Functional Training Division  
Office of Training

STAFF

25X1A

25X1

## COURSE OBJECTIVES

Upon completion of the Intelligence Process Course, the student will:

- Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.
- Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.
- Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the Intelligence Community to produce finished national intelligence.
- Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

INTELLIGENCE PROCESS COURSE #4-77  
13 July - 9 August 1977

Wednesday, 13 July

Room 912, C of C

0900-1000 Course Introduction

[REDACTED]

25X1A

-Administrative Affairs  
-Presentations and Introductions  
-Security Arrangements  
-Overview and Requirements

Intelligence  
Training Branch,  
Office of Training

1015-1130 The Intelligence Cycle

[REDACTED]  
ITB

25X1A

*U.S. positive foreign intelligence is presented as a continuous process involving close interaction between the policy-level user of foreign intelligence and collectors and analysts.*

1130-1300 Lunch

1300-1500 Requirements

[REDACTED]

25X1A

*The establishment of collection goals and work priorities for both collectors and analysts is one of most important and frustrating tasks of resource managers. During this session, the formal and informal structures for determining what to collect will be explored.*

Requirements and  
Evaluation Staff,  
Office of the  
Comptroller

25X1A

[REDACTED]  
Center for Policy  
Support

25X1A

[REDACTED]  
Center for the  
Study of Intelligence,  
Office of Training

25X1A

[REDACTED]  
Requirements and  
Evaluation Staff,  
Office of the Comptroller

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1515-1615 Directed Reading:

-History of the Central Intelligence Agency,  
Senate Report, pp. 1-107 (to be read as time  
permits)

-A Guide to the National Intelligence Community's  
Production Organizations and Their Products

-Perspectives for Intelligence; 1976-1981

-The Director of Central Intelligence, Senate Report

-CIA Production of Finished Intelligence, Senate Report

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Thursday, 14 July

Room 912, C of C

0900-1045 Film: Scientific Intelligence in  
World War II

*Many of the tenets and practices that underlie intelligence work today were developed in World War II. This film illustrates how finished intelligence, based on and including a meshing of requirements, all-source collection, analysis, and appropriate methods of presentation, affects policy decisions.*

1100-1145 Classification and Compartmentation

ITB

25X1A

*This session will be a brief review of compartmented clearances, what they mean, and when they are applied; it will include a definition of terms and an explanation of restrictions and caveats.*

1145-1300 Lunch

1300-1400 Directed Reading:

-Communication Between the DDO and  
DDS&T on Human Source Collection

1415-1515 Film: A Point in Time

*This film traces the development of today's overhead reconnaissance systems.*

1530-1600 Film: (Restricted title)

*This is a special film developed to explain a new imagery collection system.*

Friday, 15 July

25X1

VISITS TO NATIONAL PHOTOGRAPHIC  
INTERPRETATION CENTER AND OFFICE  
OF IMAGERY ANALYSIS

0815 Bus Departs for NPIC

25X1A

0900-1230 Overview of Origin and Produc-  
tivity of the NPIC/DDS&T

USAF  
Deputy Director, NPIC

25X1A

IEG/NPIC (Introduction  
to IEG-Mission-Functions-  
etc.)

25X1A

25X1A

*[redacted] overview will  
be followed by presentations by  
selected NPIC units on programs  
of the NPIC; the work of the  
imagery analyst/interpreter,  
collateral support; the inter-  
face between the Center and  
production elements of the  
Intelligence Community and  
other consumers; and projec-  
tions into the near future.*

IEG/NPIC  
(Photo Interpretation  
Examples

1230-1330 LUNCH

25X1A

1330-1545 Imagery Analysis Presentations  
and Tours

Executive Officer, OIA  
OIA Coordinator

*Overview of Office of Imagery  
Analysis responsibilities and produc-  
tivity distinctions between the work  
of NPIC and OIA, programs and products,  
and analyst-to-analyst discussions.*

1600 Bus Departs for C of C Building

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Monday, 18 July

Room 912, C of C

0830-0915 Directed Reading:

-Selection of Clandestine Targets  
in the DDO

25X1A

0930-1015 Videotape: The DDO -- Today and  
Tomorrow

Associate Deputy  
Director for  
Operations

25X1A

In [ ] overview of  
the DDO, he focuses particularly on  
priority collection targets and  
assesses our performance.

1030-1200 Clandestine Collection of  
Information

25X1A

Center for the Study  
of Intelligence

*The focus is on the operations  
officer as collector in the intel-  
ligence process. The speaker also  
discusses the importance and means  
for continuing communications between  
operations officers and the analysts  
they serve.*

1200-1300 LUNCH

25X1A

25X1A

1300-1430 Collecting and Reporting from  
[ ]



*Intelligence information from  
non-U.S. intelligence services con-  
stitutes a significant input to the  
U.S. system. The nature and scope of  
this information is described by an  
experienced officer.*

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1445-1630

FILM: Alpha I-70

Requirements Exercise

ITB Staff

Based on a prescribed scenario the students will develop a set of national intelligence requirements, to determine which intelligence collectors should be tasked with the selected requirements.

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Wednesday, 20 July

1E74, Headquarters

VISIT TO THE OFFICE OF CENTRAL REFERENCE

0900-0930 OCR Overview

                     25X1A  
Chief, Document Services  
Group

0930-1015 SAFE

1015-1030 BREAK

1030-1045 Biographic Program

25X1A 1045-1100

1100-1200 ISG Division Briefings  
Analyst Consultations

Class will be divided according to area of  
interest

1200-1330 Lunch

1330-1415 Pictorial Services Branch  
Bio Film

1415-1430 Document Services Branch

1430-1445 Break

1445-1500 Acquisitions Program

GROUP A

GROUP B

1500-1530 Terminal Access Point - 1E1114

Library Tour - 1E41

1530-1600 Library Tour - 1E41

Terminal Access Pt.  
1E1114

25X1A                      Library to stress New York Times Information Bank,  
Automation, etc.

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Thursday, 21 July

Room 1A13,  
Headquarters

0900-1200 The Analyst at Work in Scientific Intelligence (OSI)

[REDACTED] 25X1A  
Deputy Chief, Nuclear  
Energy Division,  
Office of Scientific  
Intelligence

*A senior intelligence officer describes the nature and scope of scientific intelligence production and its significance to national security decision-making. Sources, tasking, and analytic methodologies are discussed in case study presentations.*

[REDACTED] 25X1A

[REDACTED] 25X1A  
liferation,

1200-1330 LUNCH

1330-1600 The Analyst at Work in Weapons Intelligence (OWI)

[REDACTED] 25X1A  
Deputy Director, Office  
of Weapons Intelligence

[REDACTED] 25X1A  
Aerospace Vehicle

*A discussion of the all-source approach to analysis of foreign missile and space activity; case studies of weapons systems.*

Analysis Division/OWI  
(Telemetry Analysis)

[REDACTED] 25X1A  
Naval Systems Division/  
OWI

[REDACTED] System 25X1A  
Analysis)

25X1

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Monday, 25 July

0830	Bus Departs for Ames Building		
0900-1200	VISIT TO THE OFFICE OF GEOGRAPHIC AND CARTOGRAPHIC RESEARCH	Room 1207, Ames Building	
	Geography in Intelligence Analysis	[redacted] OGCR Coordinator	25X1A
	<i>The Director of OGCR/DDI discusses geography as an element of national power, geographic research in CIA, and the role of cartography in the analysis and presentation of intelligence.</i>	[redacted] Chief, Geography Div.	25X1A
		[redacted] Geography Division	25X1A
	<i>Other presentations will give particular attention to focus on particular OGCR projects</i>	[redacted] Environment and Resource Analysis Center	25X1A
1330	Bus departs Ames Building for C of C Building		
1400-1600	Review Discussion	[redacted] Geography Division	25X1A
		[redacted] Environment and Resource Analysis Center	25X1A
		[redacted] Environment and Resource Analysis Center	25X1A

Tuesday, 26 July

Room 912, C of C

0900-0945 Principles of Good Agency Writing

ITB

25X1A

25X1A

*[redacted] discusses the importance of clear, concise prose in intelligence reporting and production and outlines the writing requirements of the various Directorates.*

1000-1200 Panel of DDI Editors

25X1A

*Working-level editors will discuss their role in intelligence production and the special problems that arise in processing intelligence for final dissemination to the consumer.*

1200-1300 LUNCH

1300-1630 Short Writing Exercise

25X1A

*In this first writing exercise, the class will work from a packet of intelligence information reports to produce a short item of finished intelligence using the principles outlined in the morning session.*

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Wednesday, 27 July

Room 912, C of C

0900-1030

DIRECTED READINGS

1045-1115 Film: Printing for Intelligence

*This film portrays the Printing Services Division's support activities in behalf of all of the Agency's directorates.*

1130-1300 LUNCH

1300-1400 Strategic Warning Staff

25X1A

[redacted]  
Deputy Director, SWS

*This interagency staff is responsible for monitoring possible major threats to the national security of the U.S. The staff concentrates its attention on military events.*

1415-1515 Analysis in the Defense Intelligence Agency (DIA)

25X1A

[redacted]  
Defense Intelligence Agency

*Analytical responsibilities and processes in DIA are the focus of this presentation. [redacted] a senior DIA analyst, will illustrate these through a series of case studies.*

25X1A

1530-1615 Preparation for Briefing Exercise

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Thursday, 23 July

Room 1A13,  
Headquarters

0900-1200 The Analyst at Work in  
Political Research (ORPA)

[REDACTED] 25X1A  
Director, Office of  
Regional and Political  
Research

*Short-term analysis and long-range research are combined in this recently formed office. Attention is also given to multidisciplinary studies, and to the application of new methodologies. Following an overview by [REDACTED] analysts will discuss specific projects and analytical processes.*

25X1A

1200-1330 LUNCH

25X1A

1330-1430 Presenting the Product (PPG)

[REDACTED] 25X1A  
Chief, Publications  
and Presentations  
Group

*Our consumer's receptivity to Agency analysis depends to a considerable measure upon how the product is presented. [REDACTED] will discuss ways in which his Group deals with the problems of style and format. He will offer insight into the potential for new methods for presenting intelligence to the consumers.*

(Video Disc  
Demonstration)

25X1A

1445-1615 Center for Policy Support (CPS)

[REDACTED] 25X1A  
Director, Center  
for Policy Support

*This newly established center in the Office of the DDI seeks to define intelligence needs in support of policy interests. It is intended to serve as a contact point between the intelligence producers and the policy makers.*



Friday, 29 July

Room 1A13,  
Headquarters

25X1A

0900-1200 The Analyst at Work in Strategic Research (OSR)

*An overview of the intelligence production activity of the Office Strategic Research is followed by discussions of specific analytical programs in support of current intelligence needs for ORPA the National Intelligence Officers, and others; case studies of selected research reporting are discussed as to content and methodologies employed.*

1200-1330 LUNCH

1330-1630 The Analyst at Work in Economic Research (OER)

*The overall responsibilities and productivity of the Office of Economic Research, several economic case studies illustrate the type of finished intelligence production in OER and the research strategies employed.*

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Monday, 1 August

Room 912, C of C

25X1A

0900-1030 Intelligence Analysis in  
"Crisis" Management

[REDACTED]  
Intelligence Community  
Staff

25X1A

[REDACTED] discusses intelligence  
analysis in crisis management and  
describes current and future  
systems for alerting and warning.

1045-1615 Oral Presentation Exercise

25X1A

[REDACTED]  
IIB

Participants present a  
5-7 minute briefing on a subject  
of their choice; simple visual aid  
suggested; student and instructor  
critiques.

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Tuesday, 2 August

Room 1A13,  
Headquarters

0900-1030 The National Intelligence  
Officer

*Two NIOs will discuss their  
responsibilities and activities of  
senior substantive intelligence  
officers.*

1045-1200 Congress as Intelligence  
Consumer

25X1A

*[redacted] discusses  
Congressional use of finished  
intelligence and the evolving  
Congressional view of the  
importance of sound intelligence*

1200-1300 LUNCH

1300-1400 Intelligence for the President  
(CRG)

25X1A

*[redacted] discusses the  
preparation and presentation of  
intelligence to the President on  
a daily basis.*

1415-1545 Briefing and Tour of the CIA  
Operations Center

*The Agency's 24-hour control center, the  
Operations Center, alerts Agency officials to  
critical events and is CIA's after-hours contact  
point to the Intelligence Community and the White  
House.*

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Wednesday, 3 August

NSA Operations Bldg.

VISIT TO THE NATIONAL SECURITY AGENCY

*This program at Fort Meade  
orients the class to the broad  
responsibilities of NSA.*

25X1A

0745 Bus Departs Headquarters (Main  
Entrance) for NSA

0845 In-Processing and Program  
Introductions

0900-1600 Briefings and Tours

*Briefings given at NSA are  
designed to include NSA/Central  
Security Service mission and  
functions. Special attention is  
given to collection and communi-  
cations security problems.*

1610 Bus Departs NSA for Headquarters

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Thursday, 4 August

Room 912, C of C

0900-1030 Intelligence Production as Seen  
from Congress

Stanley Taylor  
Staff, Senate Select  
Committee

*A Congressional Staffer will  
discuss how a Congressman views  
and uses positive foreign  
intelligence.*

1045-1215 Intelligence: The Consumer and  
Policy Implications

25X1A  
[Redacted]  
Chief, Central  
Staff, DDO

*The speaker, a senior DDO  
officer, will use his experience  
in Washington and abroad to  
discuss the use of intelligence  
by policy and decision makers.  
He will discuss some of the  
ways finished intelligence  
gets to decision makers and  
some of the realities of the  
relationship between intelligence  
and policy.*

1215-1315 LUNCH

1315-1415 Student Briefing Preparations

1430-1600 Assessment of the Intelligence  
Process

25X1A  
[Redacted]  
Product Assessment and  
Improvement Division  
Office of Performance,  
Evaluation and  
Improvement,  
IC Staff

*Judging the quality and  
relevance of intelligence is a  
vital aspect of the intelligence  
process. This assessment of  
performance now concerns itself  
with the entire process, from  
definition of requirements,  
through collection, analysis,  
and production, to impact on  
national policy.*

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Friday, 5 August

Room 912, C of C

0900-1615 Oral Presentation Exercise II

TTB

25X1A

*Participants present a 5-7 minute briefing on a subject of their choice; simple visual aid suggested; student and instructor critiques.*

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Monday, 8 August

Room 912, C of C

0900-1615 "Our Assessment Is . . ."  
Class Exercise

Staff

*In this exercise, the class is divided into three independent teams, each tasked with preparing an oral presentation. The report will highlight both the positive workings and major problem areas in the intelligence process. Included will be recommendations for resolving the latter, and suggestions as to key areas deserving more study.*

25X1A

1500-1615 Panel of Former Career Trainees

Each panel member will briefly discuss his experience as a career trainee, his interim assignment and his present position. Sufficient time will be allowed for discussion.

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Tuesday, 9 August

Room 912, CofC

25X1A

0845-0900

[ ] will summarize for the class the Director's comments on the recent changes in the overall management of the intelligence community and the organizational changes in the CIA.

25X1A

[ ]  
Chief, Functional  
Training Division,  
OTR

0900-1045 Course Summary, Evaluations,  
and Closing Administrative  
Matters

Staff

1100-1200 The Directorate of Intelligence

Sayre Stevens  
Deputy Director for  
Intelligence

*Dr. Stevens will provide  
some perspective on the issues  
and problems which currently con-  
front the Directorate of  
Intelligence.*

1215-1330 DUTCH TREAT LUNCH



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Intelligence Process Course -- Evaluation Form

Name \_\_\_\_\_ (Optional)

You will recall there are four principal objectives of the IPC. Now that you have completed the course, you should:

- Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.
- Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.
- Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the intelligence community to produce finished national intelligence.
- Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

The IPC undergoes continuous review and modification to achieve maximum utility, and any comments you make -- especially constructive suggestions for improvement -- will be valuable to us in designing the next course. (Use additional paper, if necessary, and do not feel confined to these specific questions; if you wish to discuss any relevant topic, feel free.)

1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

Slight

Highly Satisfactory

1	2	3	4	5	6	7

ADMINISTRATIVE - INTERNAL USE ONLY

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2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

3. Identify the least effective presentations, visits or exercises and explain why.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

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**END-OF-COURSE DATA**DATE OF REPORT 18 Aug 77COURSE: Intelligence Process Course No. 4-77

(TITLE &amp; NUMBER)

RUNNINGS PER YEAR: \_\_\_\_\_

**STUDENT ENROLLMENT**

ENROLLMENT CAPACITY	BEGINNING ENROLLMENT	UTILIZATION* (PER CENT)	NO. COMPLETING COURSE
20	25	125	25

**CLASS COMPOSITION**

ORGANIZATION	DD/A	DD/I	DD/O	DD/ S & T	DCI	OTHER					TOTAL
NO. OF STUDENTS	25										25

	GRADE	YRS IN AGC'Y	TIME IN JOB	AGE
RANGE	8-12	1-4		22-34
AVERAGE	9.4	*		27

Career Trainees: Most have not been in Agency a year

\*BEGINNING ENROLLMENT

\_\_\_\_\_ = UTILIZATION

ENROLLMENT CAPACITY

Intelligence Process Course -- Evaluation Form

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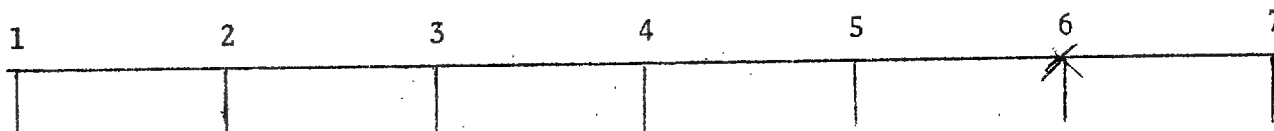
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Slight

Highly Satisfactory



ILLEGIB

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Intelligence Process Course -- Evaluation Form

STATINTL

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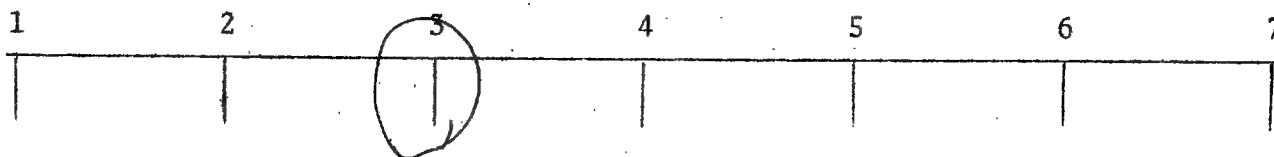
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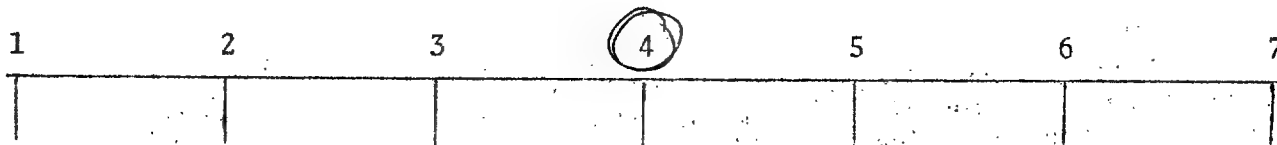
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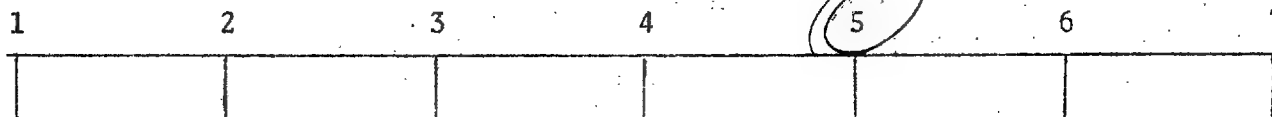
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1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

<u>Slight</u>				<u>Highly Satisfactory</u>		
1	2	3	4	5	6	7

STATINTL

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Intelligence Process Course -- Evaluation Form

STATINTL

Name

(Optional)

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Slight

Highly Satisfactory

1	2	3	4	5	6	3/4	7
---	---	---	---	---	---	-----	---

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Intelligence Process Course -- Evaluation Form

Name

[Redacted Name Box]

(Additional) STATINTL

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Intelligence Process Course -- Evaluation Form

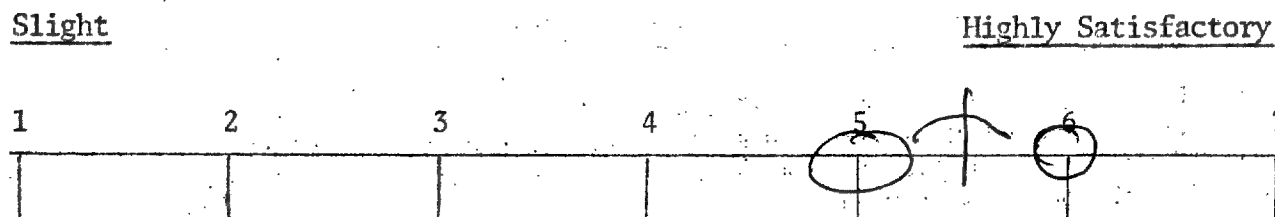
Name \_\_\_\_\_ (Optional)

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Intelligence Process Course -- Evaluation Form

STATINTL

Name

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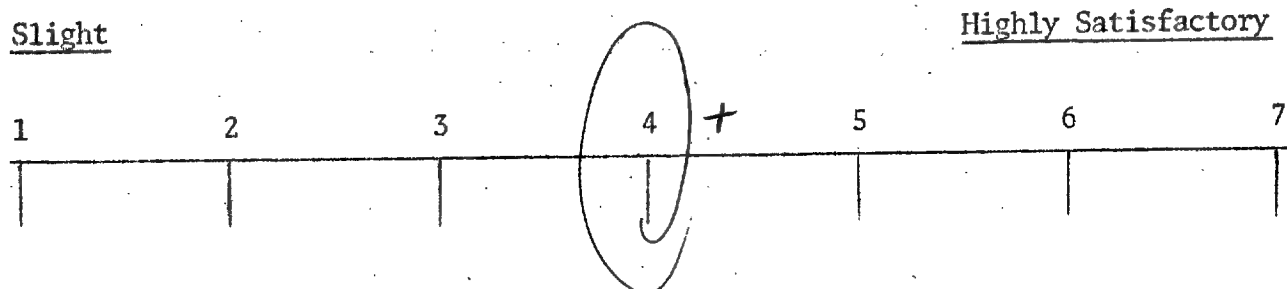
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2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

3. Identify the least effective presentations, visits or exercises and explain why.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

SUBMITTED

**STAT**

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Intelligence Process Course -- Evaluation Form

STATINTL

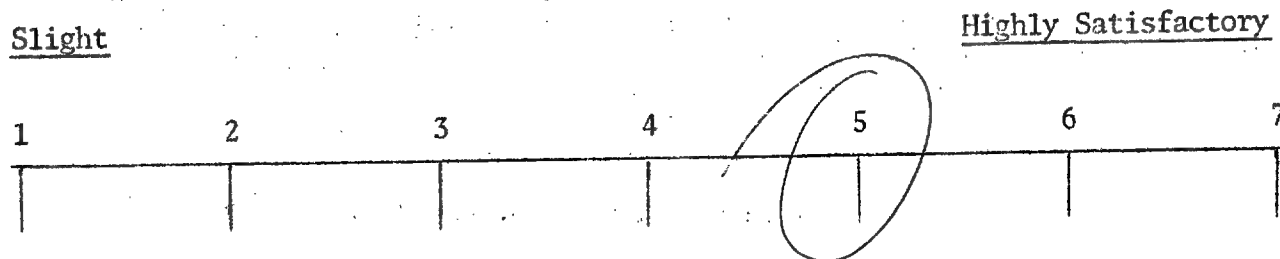
Name  (Optional)

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<u>Slight</u>						<u>Highly Satisfactory</u>	
1	2	3	4	5	6	7	

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Intelligence Process Course -- Evaluation Form

STATINTL

Name

[Redacted Name Box]

a1)

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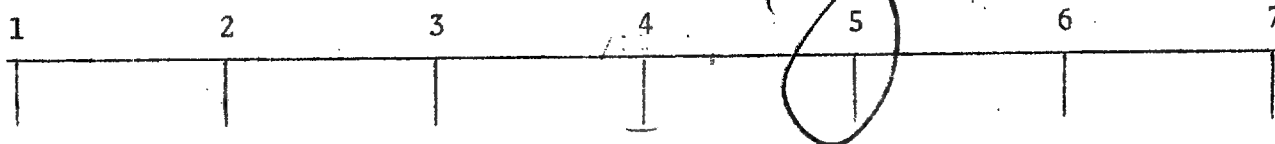
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Highly Satisfactory





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Intelligence Process Course -- Evaluation Form

STATINTL

N

(Optional)

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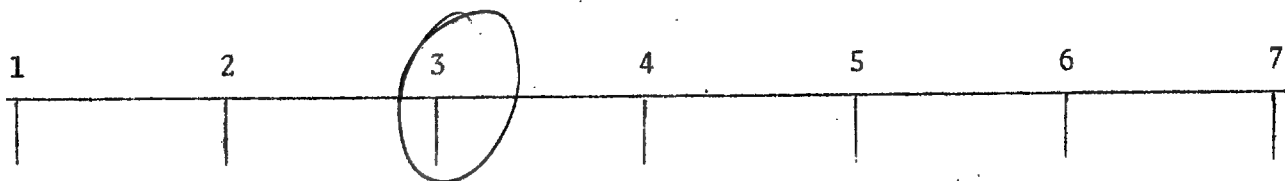
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STATINTL

Name

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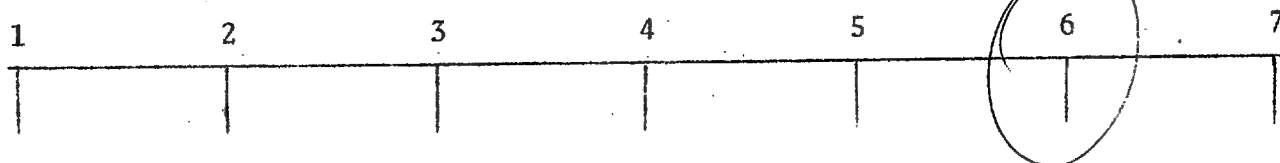
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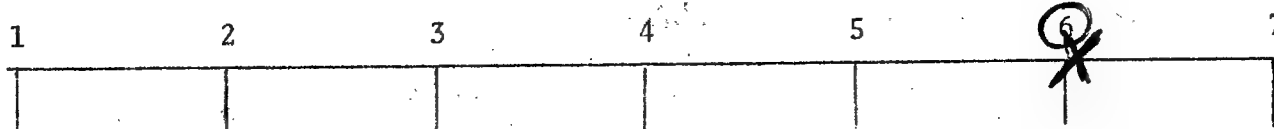
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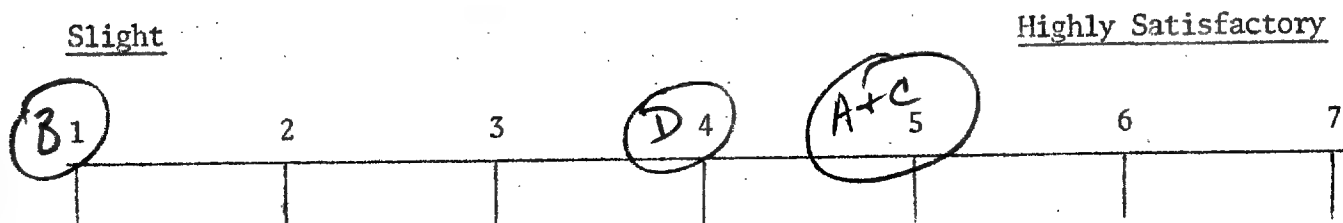
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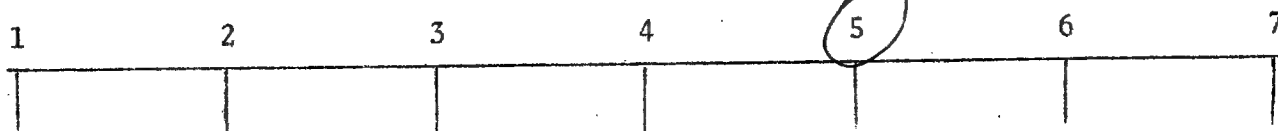
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I think that the course achieved its goals, but the schedule could be tightened up considerably by starting earlier, ending later, shortening the 1 1/2 hr. lunch and breaks, etc.

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The course did accomplish its objectives as listed above.

(One suggestion: On the Intelligence Cycle presentation, use a view graph of the cycle to help new personnel tie it all together).



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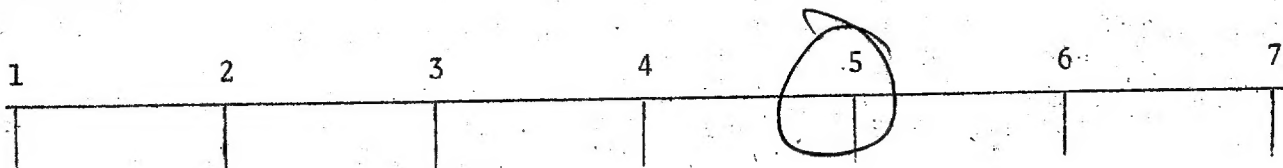
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Slight

Highly Satisfactory



IPC met its stated objectives  
but in an agonizingly slow  
drawn out fashion. It could have  
been more successful + much more  
palatable if given on a 2-week cycle.

STATINTL

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1	2	3	4	5	6	7
				<div style="border: 2px solid black; border-radius: 50%; width: 30px; height: 30px; margin: 0 auto;"></div>		

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